



LEAD *the* WAY

Imagining More for
ARRUPE JESUIT

Frequently Asked Questions

WHY *is* ARRUPE JESUIT LAUNCHING *this* CAMPAIGN?

For 20 years, Arrupe Jesuit has fulfilled its mission of inspiring students with limited economic resources to pursue a college education, preparing them for this next step in their education, and forming them as faithful men and women for others.

SUCCESS BY THE NUMBERS



1,267
alumni



\$135 million
in scholarships



65% go on
to college
(compared with less than 20% of their low-income peers nationwide)



50% of alumni hold a bachelor's degree or are currently studying at a four-year institution *(two times higher than their demographic peers)*



70% are first in their family to graduate high school



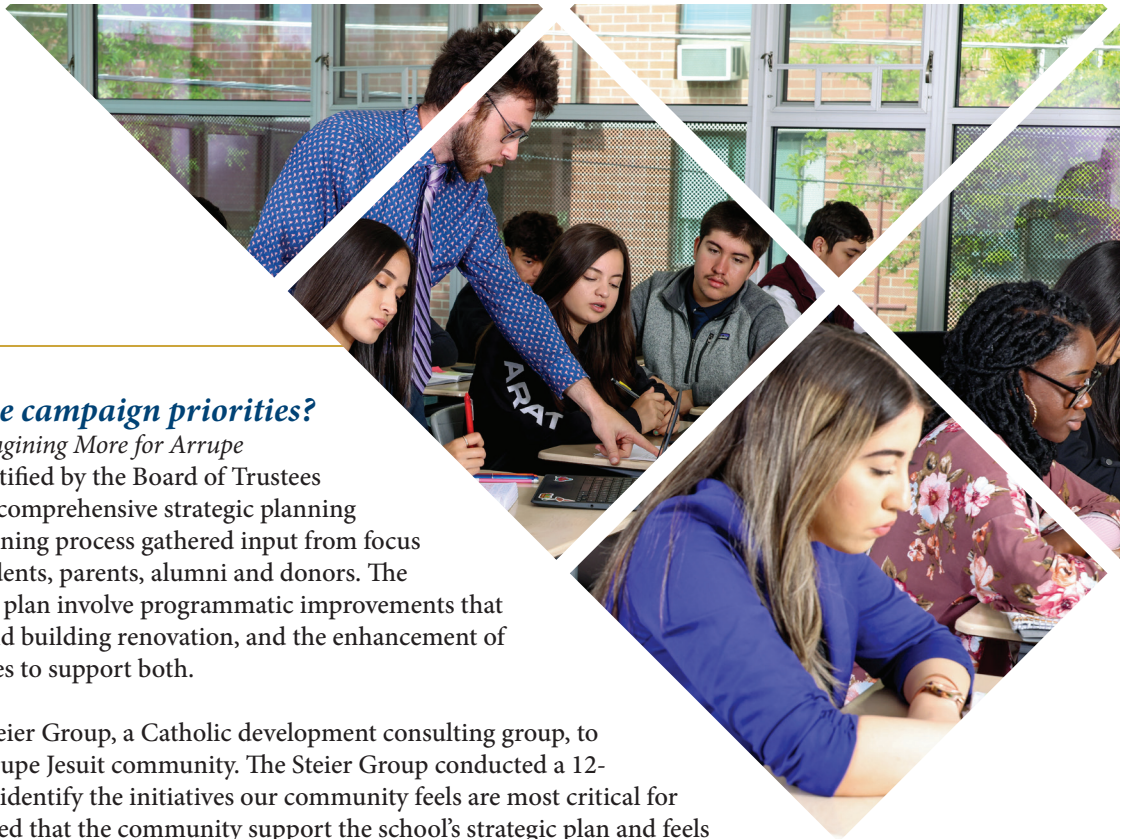
94% are first in their family to graduate from college



100% gain valuable career preparation skills with corporate work study partners

Despite the remarkable achievements of our students, Arrupe Jesuit has reached a moment of reckoning. To fully realize our mission and to provide the expanded opportunities that our students need to continue to be successful, we must pursue additional growth and investment. A capital campaign will provide the resources, space and talent to meet three critical objectives of the plan:

1. Expand opportunities for students, faculty, staff, and stakeholders to strengthen their experience of God's presence in their lives.
2. Broaden our impact on our students, their families, our work study partners and, ultimately, the city of Denver by deepening the student experience in and out of the classroom.
3. Refine how our mission is delivered and ensure that the Arrupe Jesuit experience remains centered on the needs of our students and equips them to meet future challenges.
4. Grow our enrollment to 500 students in an increasingly competitive marketplace.



How did you determine the campaign priorities?

The goals of the *Lead the Way: Imagining More for Arrupe Jesuit* Capital Campaign were identified by the Board of Trustees and school leadership following a comprehensive strategic planning process. Initiated in 2018, the planning process gathered input from focus groups including staff/faculty, students, parents, alumni and donors. The initiatives outlined in the strategic plan involve programmatic improvements that necessitate a campus expansion and building renovation, and the enhancement of financial and professional resources to support both.

In April 2022, Arrupe hired the Steier Group, a Catholic development consulting group, to share these initiatives with the Arrupe Jesuit community. The Steier Group conducted a 12-week pre-campaign assessment to identify the initiatives our community feels are most critical for investment. The assessment revealed that the community support the school's strategic plan and feels that all the initiatives are important at some level. School leadership and the Board of Trustees carefully evaluated the feedback from the assessment and fine-tuned the campaign goals as a result.

In its pre-campaign assessment, the Steier Group indicated that through this campaign the school could raise between \$17M and \$23M. Knowing that the total cost of the campaign is now \$46.6M, how do we raise the money necessary to meet our goals?

Like the Shel Silverstein poem in *Where the Sidewalk Ends*, we are going to eat this whale one bite at a time! We have designed the campus expansion in a way that allows Arrupe to pause our construction - if necessary - after Phase 1 when the new facilities have been built for Holy Family and the addition to the north of the existing building has been constructed.

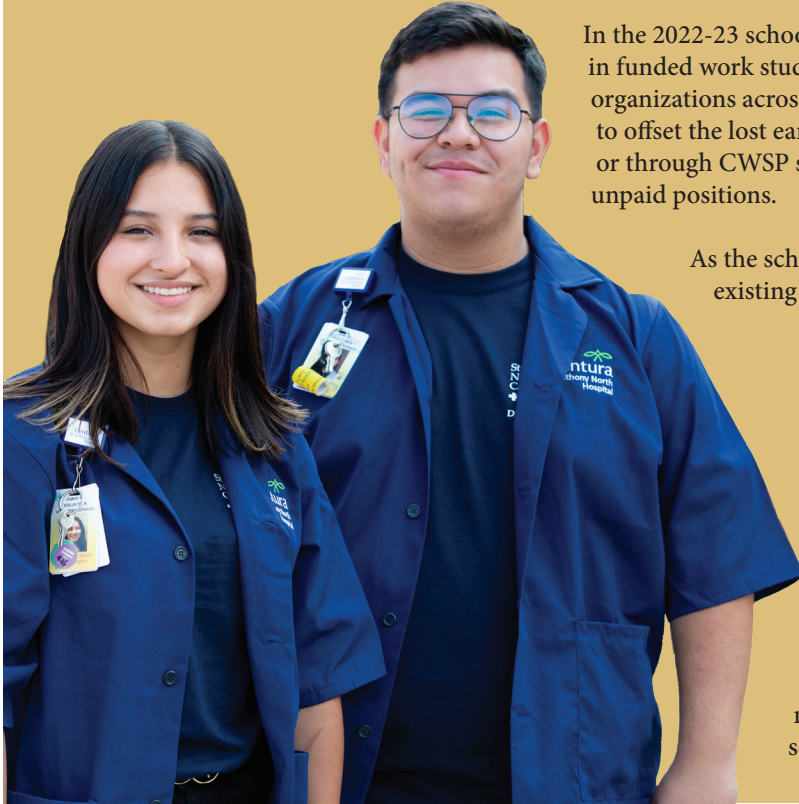
With the new addition completed, we can accommodate the school's operations within the existing building until the additional funds are generated and renovations can begin. While this plan is imperfect - the CWSP offices, for example, will be working out of the current gymnasium - we can effectively pause construction.

In addition, the construction numbers that make up the bulk of our campaign goal are a worst-case scenario. We expect some cost savings to be uncovered between now, when we are still in concept design, and when we break ground in 2024.

Arrupe is blessed with a large donor base, including a relatively untapped network of Work Study partners. There also is immense potential with grant making organizations. And, Arrupe has a 20-year history of exceeding expectations much because of our generous and passionate supporters. We expect this campaign will inspire unprecedented enthusiasm.



GOAL #1: Create the Loyola Mission Fund



Is the Corporate Work Study Program (CWSP) sustainable? Can the program accommodate more students? How does the school want to enhance the program?

Arrupe Jesuit's signature work study program has rebounded strongly from the pandemic and, consistent with the expectations of the Cristo Rey budget model, is positioned to continue funding nearly half of Arrupe Jesuit's operating expenses.

In the 2022-23 school year, 75 percent of the school's 418 students are working in funded work study placements. The remainder are employed at nonprofit organizations across the city at little to no cost to the nonprofit. Tuition assistance to offset the lost earnings is either raised through Arrupe Jesuit's fundraising efforts or through CWSP sponsors who give generously to provide support for students in unpaid positions.

As the school grows, so will the need to add work study positions at existing or new partner workplaces.

2027 GOAL:

500 students

REQUIRES

40 new work study teams

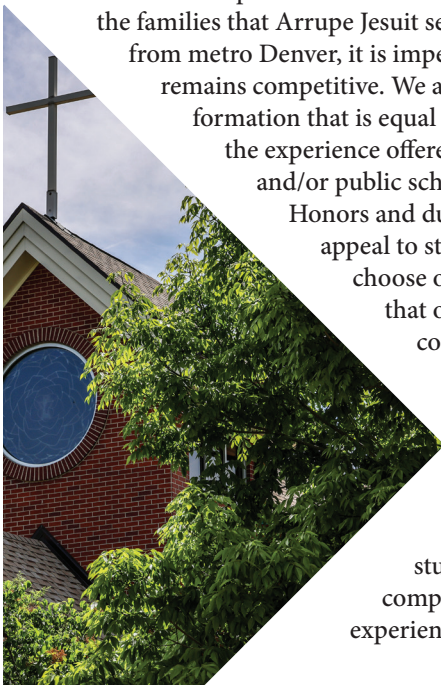
(4 students = one team)



We are in conversations with 65 potential partner companies and have created 40+ new teams in just the last 18 months. With continued emphasis on partner retention, improved student training, support for students and their supervisors, student skill assessment, and expanded community networking, this growth is more than attainable should the school have the necessary resources to execute these programs.

How many students can Arrupe Jesuit accommodate? What are the school's plans for enrollment growth?

The school's strategic plan aims to expand the campus and allow enrollment to increase to 500 students by 2027. As the number of Arrupe's traditional feeder schools shrinks and as the families that Arrupe Jesuit serves move further away from metro Denver, it is imperative that the school remains competitive. We aim to provide student formation that is equal to (if not greater than) the experience offered at other Denver private and/or public schools. The addition of Honors and dual enrollment classes will appeal to students who frequently choose other area schools that offer more advanced course offerings. Adding extracurricular activities that are offered at feeder schools and competing high schools will ensure that all of our students receive the same complementary learning experiences that their peers have.



Additionally, Arrupe continues to expand its marketing efforts to increase name recognition and provide more opportunities for students and families to learn about this unique experience. To meet this need, Arrupe Jesuit has hired a full-time marketing director, is recruiting champion parents to help influence their friends and neighbors (the Madrinan Program) and is exploring transportation options for interested families given the challenging geography of the Denver metro.

Arrupe Jesuit fosters a safe, family-like atmosphere. How will this be maintained as the school matures?

Much of this family-like atmosphere is a direct result of the Jesuit tradition of "Cura Personalis," care for the whole person. We are committed to knowing our students as people, not just as students. With this campaign, our goal is to scale our programming gradually so we can serve a greater number of students with the same holistic formation. With the addition of more students, new teachers will be added to ensure small class sizes. We also will need to bolster our pastoral and counseling offices to maintain a safe, family-like atmosphere where students have a strong sense of belonging and are provided with ample opportunities for social-emotional, trauma-informed learning and faith formation.

GOAL #1: Create the Loyola Mission Fund (continued)

What is a dual enrollment program?

A dual enrollment program allows for high school students to enroll in classes taught by Arrupe Jesuit faculty who qualify as adjunct professors at a partner university. Taking dual enrollment courses exposes students to college-level classes while still in high school and provides an opportunity to earn credits they can apply toward their college degrees. Unlike the College Board's Advanced Placement (AP) program, which dictates both the content of the course and how the class is taught, a dual enrollment program allows Arrupe Jesuit to collaborate with higher ed partners on college-level content while employing the teaching methodology that meets the needs of Arrupe Jesuit's students. In addition, each college/university has its own criteria for determining which AP credits will be accepted. Dual enrollment credits are accepted at *any* college/university, reducing the number of credit hours Arrupe Jesuit alumni will be required to fulfill, thereby saving them money. Starting in the 2023-24 school year, Arrupe Jesuit has sought a partnership with Regis University, where dual enrollment classes are offered to our seniors as a natural progression from Honors level courses.

How many students are interested in taking Honors classes? When will these be rolled out?

One hundred percent of Arrupe Jesuit students are accepted to college. Many who enroll at some of the country's most competitive universities find that they are at a disadvantage because they were not able to take a more rigorous course load (Honors level classes) while at Arrupe Jesuit. This adds another hurdle for Arrupe Jesuit students, most of whom are first-generation college students, as they transition to college. In addition, when applying to college, having more rigorous courses on their transcripts makes them more attractive in the application and scholarship award process.

In the 2022-23 academic year, one-third of eligible students are enrolled in three Honors courses – Spanish II, Spanish III and Calculus. Fourteen of these students are enrolled in two Honors classes. The plan is to add one to three more Honors and dual enrollment classes in the 2023-24 academic year. All students will have access to these courses as juniors and seniors, but they will need to apply to be considered for enrollment. While Arrupe Jesuit's highest-performing students are the obvious beneficiaries of the Honors program, students not enrolled in these courses will see class sizes reduced and more individualized instruction in college prep level classes, thereby enhancing their own level of preparation for college studies.

How did the school determine which new extracurricular activities to offer to students? How will the school measure the sustainability of these programs?

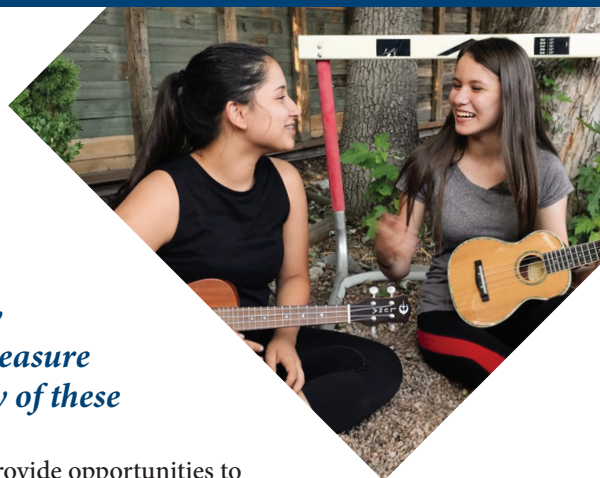
All schools strive to provide opportunities to reinforce classroom learning with vibrant co-curricular activities. As a Jesuit school, our goal is also to allow students room to discover their God-given talents. Every year at the student activity fair, a schoolwide survey is conducted to gauge student interest in sports and other afterschool activities. We also evaluate our programming against what is offered at our feeder schools and comparable area high schools. Finally, faculty and staff share their observations of student interests and hobbies. Based on this information, we chose to immediately add track, softball, theater and music to our extracurricular offerings. We will closely monitor participation levels and attendance at games and performances, and we will reference the annual student interest survey to determine the sustainability of these new programs.

How does the school plan to enhance its pastoral programs?

Arrupe Jesuit's faith formation program is rooted in the Gospel, our Ignatian charism, the teachings of the Catholic Church, and offers faith formation oriented toward a personal encounter with Jesus Christ. We work closely with the Jesuit Central and Southern Province and the Archdiocese of Denver to inspire a lifelong commitment to faith by our students. Like all Jesuit apostolates, our greatest priority is to provide opportunities for students to explore their faith and deepen their understanding of God's presence in their lives. When this happens, students are more likely to recognize their unique gifts and discern their vocation in the world.

All students participate in an annual class retreat, attend Mass at least once a month as a full school community, and take Theology as part of their yearly course schedule. In addition, the Director of Pastoral Programming oversees an advisory program for underclassmen that assists with their adjustment to high school and encourages social-emotional skill development, class bonding and relationship building with Arrupe Jesuit adults.

Effective pastoral formation requires focused time and attention, as well as the ability to respond dynamically to student needs. The creation of the Loyola Mission Fund will provide additional personnel and funding so that we can provide more pastoral opportunities, test new faith formation ideas, better train pastoral leaders (students and staff alike), and provide stipends to faculty advisors.



GOAL #2: *Expand and Modernize the Arrupe Jesuit Campus*

How did school leadership determine the phasing for the expansion of the campus?

When reviewing the programming goals proposed in the strategic plan, the limited space available on campus was identified as an immediate concern. With the Board of Trustees' approval, the Smith Group was hired to complete a space analysis based upon current and future goals for enrollment, academic and extracurricular offerings, student and adult meeting space, and office space. The Smith Group's report revealed an 18,000-square foot deficit for current programmatic and staffing needs.

With limited options for expansion, school leadership approached Fr. Pat Dolan, Pastor at Holy Family Parish, about the possibility of acquiring the Holy Family Rectory directly north of the current campus. With his cooperation, school leadership is working with the Archdiocese of Denver to facilitate a property exchange that meets the needs of both Holy Family Parish and Arrupe Jesuit. The scope of this plan involves Arrupe Jesuit building new parish offices on the Holy Family campus and a new home for the Holy Family pastor next door, in exchange for the land the current rectory sits on. The plan is to raze the rectory, build an addition in its place, and renovate the existing facility for better traffic flow and to meet the evolving needs of our students, staff and faculty.

Has school leadership considered relocating the school to be closer to low-income population centers and to have more room for expansion?

The demands of Arrupe Jesuit's unique identity, operating as both a traditional college preparatory high school and as a vibrant work study partner, make our current location tremendously appealing.

Our location close to downtown, to the light rail at Union Station, to the I-25 and I-70 corridors, and to the Cherry Creek area centralizes work study transportation. For students coming from a distance, we also are accessible via public transportation. We are less than a mile from Regis University, where we recently constructed (with the help of Shea Homes

and Regis) our first home soccer fields and where we are pursuing dual enrollment opportunities for our students. At our current location, we are less than 10 minutes from the Auraria campus and the resources available to us on that coalition of campuses.

How has Arrupe balanced construction costs with programmatic needs?

The programming needs of Arrupe Jesuit's students (and faculty & staff) have driven all aspects of our strategic plan, especially regarding the campus expansion. Starting in early Fall 2022, our architect and general contractor (MOA Architecture and Haselden Construction, respectively) have met with Arrupe leadership weekly to carefully review the school's programming, administrative and space needs and how they can be thoughtfully addressed in the addition and renovation plans. As you would expect, the school has placed a priority on creating quality learning spaces, locating learning spaces and offices to optimize engagement and collaboration, and enhancing campus security. The plan also incorporates flex spaces that can accommodate multiple activities now and new programming opportunities in the future. Attention was paid to maintaining previously renovated spaces whenever possible and always asking 'is this a need or a want?' We can confidently say that the design solves today's challenges while 'future-proofing' the new campus.

Can construction be postponed until building costs come down, supply chain issues are resolved, etc.?

Industry experts predict construction costs to continue to increase for the next few months and then eventually stabilize. Even if supply costs flatten, labor will likely continue to increase slightly year to year at a normal rate. To account for any potential price increases, our general contractor has included escalation estimates in its budget. They are also being proactive, working together to stay in front of potential supply chain issues. The plan is to break ground in early 2024, so if costs come down, we will be able to capitalize on all savings.



GOAL #3: Enhance Professional and Financial Resources

What kind of initiatives has the school identified to help with employee retention? Does this include salary increases?

To remain competitive in an increasingly tight education labor market and to attract and retain talented, mission-driven employees, it is critical to invest in retention practices that make employees feel valued and supported. In 2021, Arrupe Jesuit retained CURA HR, a human resources consulting firm, to evaluate the school's employee retention practices. That analysis revealed the same deficiencies found in other nonprofit organizations that are moving beyond the start-up phase of the institution's life to a more mature, sustainable phase.

As a result, Arrupe Jesuit has worked with CURA to revise and more clearly define the school's organizational chart, career leveling processes, job descriptions and performance management processes. School leadership and Arrupe Jesuit's Board of Trustees also committed to establishing market-based pay practices and compensation strategies that recognize outstanding employee performance and reflect a greater understanding of the total employee value proposition of working at Arrupe Jesuit.

Why are new employees needed?

We know that Arrupe Jesuit students stand out amongst their peers. They are well-prepared academically, career focused, professional, faithful and committed to service. We also know that our students thrive, in large part, because of the formation that our faculty and staff provide. Additionally, Arrupe Jesuit operates at a high level administratively, providing the support and the resources that both students and staff require to succeed. As we move beyond the start-up phase of our institutional life, we must implement staffing models that ensure the sustainability of our work.

Arrupe Jesuit asks our faculty and staff to provide for our students. In return, Arrupe Jesuit must be able to provide for them. Obviously, we are focused primarily on hiring student-facing roles, but we also must address gaps in our business, philanthropy and corporate work study departments.

How is the school's endowment used?

Arrupe Jesuit's \$8 million endowment is primarily used for tuition assistance. It is managed by Innovest Portfolio Solutions, and 4% of the average balance from the previous 12 quarters is distributed to the school's annual operating budget. With this campaign, the school hopes to grow the endowment by \$4 million and provide opportunities for donors to earmark endowment gifts for other purposes, including programming and named scholarships.



76

faculty and staff
(2022-23
academic year)



85%

employee
retention rate



ARRUPE JESUIT HIGH SCHOOL

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